

# **Duane Webster's Contributions to Leadership Development In Research Libraries, 1970-2008**

Celebrating the Career of Duane Webster  
Columbia University, April 25, 2008

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# ***Problems in University Library Management,*** **Booz, Allen & Hamilton, Inc., Association of Research Libraries, 1970**

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- Planning
- Objectives/Requirements
- Operations
- Organization
- Staffing
- Facilities
- Financing
- Inter-institutional Arrangements



Creation of the ARL Office of Management Studies (OMS)

Management Review and Analysis Program (MRAP)

Management Skills Institutes

## “The Management of Change and Improvement in Academic Libraries,” Duane Webster, IFLA, 1974

In the future, the demanding nature of academic libraries will result in new leadership requirements for the library managers. These new leaders will need:

- a talent for consensus,
- a tolerance for ambiguity,
- and an enjoyment of complexities.

Increasingly, these managers will act

- to accelerate change,
- to make choices others won't make,
- to bring about cooperation in the midst of disagreement,
- and to employ skillfully the array of experts needed to operate libraries.

# Shelley Phipps Interview, 1995

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- “I remember he emphasized the value of mentoring and continuing to learn management and leadership skills.”
- “The things OMS was training for in the seventies proved to be the foundation for management in the nineties. We were talking about management as leadership back then!”

## Maureen Sullivan Interview, 1995

“We have kept data on the Myers-Briggs Type Indicator and the Personal Profile Instrument. We’ve definitely seen changes in the personal profile over the past two decades. In 1980, the dominant style among librarians who attended our institutes was “steadiness” – it reflected a passive environment. Now in 1995, there is an increase of people on the active side, people who want to influence the environment.”

# Examples of Leadership Programs

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- OMS Institutes in Management and Leadership Skills
- Consultant Training Program
- CLR Academic Library Management Internships
- Library of Congress Leadership Development Program,
- the Leadership and Career Development Program for Minority Librarians
- ARL Research Library Leadership Fellows Program



## **“Learning to Lead: An Analysis of Current Training Programs for Library Leadership,” Mason and Wetherbee, *Library Trends*, 2004**

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- **“The ARL deserves special mention as a long-time leader in offering a menu of leadership and management programs. ARL, through its Office of Leadership and Management Services, has been providing leadership activities for academic libraries for more than twenty-five years and has the longest and most consistent record of promoting leadership training and skills-building training programs in the profession. Thousands of librarians, primarily from academic institutions, have benefited from one or more of the OLMS programs, services, publications, consultations, or training workshops offered over the years.”**

**“University Library Directors in the Association of Research Libraries: The Next Generation,” Hernon, Powell, and Young, *College & Research Libraries*, 2002**

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## Leadership Attributes

- building a shared vision for the library
- managing and shaping change
- functioning in a political environment
- developing a campus visibility
- building consensus in carrying out strategic directions



**“Academic Library Directors: What Do They Do?”**  
**Hernon, Powell, and Young, *College & Research Libraries*, 2004**

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**“Because leadership is both a present and a future-oriented activity, one should always be thinking about next steps and nurturing those capabilities that will facilitate its arrival.”**